Pillar Bureau Customer Service Standards

A Mandatory Reference for ADS Chapter 200

On August 13, 2003, the Business Transformation Executive Committee (BTEC) endorsed Customer Service Standards (CSS) for the three Pillar Bureaus - the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), the Bureau for Economic Growth, Agriculture, and Trade (EGAT), and the Bureau for Global Health (GH). The standards represent the ongoing effort that will result in customer service standards for all Bureaus and Independent Offices. This transformation initiative addresses one of Administrator Natsios' management reform principles of establishing a customer service culture to better support program delivery.

The preeminent customer of USAID/W Pillar Bureaus is "the field," though Pillar Bureaus also have important responsibilities to provide technical support to Regional Bureaus and PPC. These CSS' are simple, measurable, and modifiable to reflect evolving customer priorities. The Administrator's Annual Survey will be the primary means of ascertaining the needs and views of users of Pillar Bureau services, setting service standards, and monitoring their accomplishment. The Pillar Bureaus and the BTEC will monitor responses to the Pillar Bureau-specific questions in the Annual Survey. The CSS will help ascertain and periodically update our knowledge of field needs for pillar services; improve Pillar Bureau capacity to provide services; clarify field support roles and responsibilities; and improve accountability for providing services and meeting standards.

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USAID/W Pillar Bureau
Customer Service Standards (CSS)
September 2003

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Background: The Business Transformation Executive Committee endorsed customer service standards for the Pillar Bureaus as a part of an ongoing effort to develop standards for all Washington bureaus and independent offices. The initiative addresses one of the Administrator's management reform principles of establishing a customer service culture to better support program delivery.

Pillar Bureau Customers: The preeminent customer of USAID/W pillar bureaus is "the field." Increased focus on the needs of Mission colleagues reflects mandates under the Agency reorganization. Pillar bureaus also have important responsibilities to provide technical support and recommendations to Regional bureaus and PPC.

Pillar Bureau Services: Technical support services provided by pillar bureaus to the field include field-oriented project mechanisms to support program implementation in-country, technical assistance, technical information, and technical training and professional development opportunities. Pillar bureaus endeavor to provide customers with technical services that embody best practices, lessons learned, recent innovations and research results.

CSS development process: The three USAID/W pillar bureaus -- Democracy, Conflict and Humanitarian Assistance (DCHA); Economic Growth, Agriculture, and Trade (EGAT); and, the Bureau for Global Health (GH) collaborated on a common approach to CSS. We agreed that field-focused CSS should be simple, measurable, and modifiable to reflect evolving customer priorities, and entail low incremental costs in terms of time and money. CSS were drafted and reviewed by colleagues in pillar bureaus, regional bureaus and the field. At its August 13, 2003 meeting, BTEC reviewed and endorsed the attached pillar bureau CSS.

Measuring performance: The Administrator's Annual Survey is the main means of ascertaining the needs and views of users of pillar bureau services, setting service standards, and monitoring their accomplishment. The five questions on pillar bureau services first posed in the August 2002 survey were adopted as the core of our CSS (questions 1, 2, 3, 4 and 7). These questions elicit customers' satisfaction with core pillar bureau services. The October 2003 survey will provide our first measure of progress against the baselines established in August 2002. For three new questions, baselines will be established by responses to the October 2003 survey. Responses to open-ended questions will be used to update and refine pillar bureau field support strategies and action plans**.**

Conclusion: Pillar bureaus see the use of field-focused CSS as an effective means to heighten focus on our field support function. The CSS is a tool that will help ascertain and periodically update our knowledge of field needs for pillar services; improve pillar bureau capacity to provide services; clarify field support roles and responsibilities; and improve accountability for providing services and meeting standards.

2003-2004
Customer Service Standards
Support to the Field
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)

Service objective	Performance Standard and Sep 2004 Target
1. DCHA <u>mechanisms</u> are easily accessible to mission staff.	• 70% of mission respondents feel that DCHA mechanisms are easily accessible to them. **(baseline 57%)**
2. DCHA <u>mechanisms</u> provide appropriate services for field programs.	• 65% of mission respondents feel that DCHA mechanism provide appropriate services to mission programs. **(baseline 59%)**
3. DCHA staff provide sound <u>technical information</u> for field programs.	• 75% of mission respondents feel they receive sound technical information from DCHA staff. **(baseline 64%)**
4. DCHA makes <u>technical support</u> available when needed for field programs.	• 75% of mission respondents feel that DCHA technical support is available when needed. (baseline 63%)
5. DCHA provides appropriate technical support to regional bureaus.	• **X% [2003 baseline +5%] of regional bureau respondents feel that DCHA technical support is sound and timely.**
6. DCHA provides quality state-of-the-art staff training opportunities.	• **X% [2003 baseline +5%] of respondents feel that DCHA provides quality staff training opportunities.**
7. Overall, DCHA services are meeting the needs of mission staff.	• 70% of mission respondents feel that overall DCHA services are meeting their needs. **(baseline 61%)**
8a. What are the DCHA services you value most? **8b. Kindly recommend three ways in which DCHA can improve services and support to you.** **8c. Does DCHA have the right mechanism? Are there additional mechanisms you would like to see in place?**	Note: responses will be used by DCHA to adjust country support plans and activities to ensure the priority needs of the field and regional bureaus are met.

NOTES:

1. The Administrator's Annual Survey is the means for establishing baselines and tracking progress against targets. Questions in **bold** would be newly added to the 2003-04 survey. Targets are based on baselines set by the 2002 survey. Baselines and targets for new standards (e.g. #5 and 6) would be set in the 2003 survey. **Performance Standards are the percent of all Mission or Regional Bureau respondents who answered "strongly agree" or "agree" on the 5-point scale offered in the survey.**
2. <u>Accessibility</u> refers to ease of use.
3. <u>Mechanisms</u> refer to types of procurement instruments.
4. <u>Technical information</u> refers to information and guidance to assist analysis and inform technical decisions of various types.
5. <u>Technical support</u> refers to provision of expertise through TDYs, oral and written communication, and contractual/grant mechanisms.

2003-2004
Customer Service Standards (CSS)
Support to the Field
Bureau for Economic Growth, Agriculture and Trade (EGAT)

Service objective	Performance standard and Sept 2004 target
1. EGAT <u>mechanisms</u> are easily accessible to mission staff.	• 70% of mission respondents feel that EGAT mechanisms are easily accessible to them. **(baseline 57%)**
2. EGAT <u>mechanisms</u> provide appropriate services for field programs.	• 75% of mission respondents feel that EGAT mechanism provide appropriate services to mission programs. **(baseline 63%)**
3. EGAT staff provide sound <u>technical information</u> for field programs	• 75% of mission respondents feel they receive sound technical information from EGAT staff. **(baseline 64%)**
4. EGAT makes <u>technical support</u> available when needed for field programs	• 75% of mission respondents feel that EGAT technical support is available when needed. **(baseline 63%)**
5. EGAT provides appropriate technical support to regional bureaus.	• **X% [2003 baseline + 5%] of regional bureau respondents feel that EGAT technical support is sound and timely.**
6. EGAT provides quality state-of-the-art staff training opportunities.	• **X% [2003 baseline +5%] of respondents feel that EGAT provides quality staff training opportunities.**
7. Overall, EGAT services are meeting the needs of mission staff.	• 70% of mission respondents feel that overall EGAT services are meeting their needs. **(baseline 60%)**
8a. What are the EGAT services you value most? **8b. Kindly recommend three ways in which EGAT can improve services and support to you.** **8c. Does EGAT have the right mechanisms? Are there additional mechanisms you would like to see in place?**	Note: responses will be used by EGAT to adjust country support plans and activities to ensure the priority needs of the field and regional bureaus are met.

NOTES:

6. The Administrator's Annual Survey is the means for establishing baselines and tracking progress against targets. Questions in **bold** would be newly added to the 2003-04 survey. Targets are based on baselines set

by the 2002 survey. Baselines and targets for new standards (e.g. #5 and 6) would be set in the 2003 survey. **Performance Standards are the percent of all Mission or Regional Bureau respondents who answered "strongly agree" or "agree" on the 5-point scale offered in the survey.**

7. <u>Accessibility</u> refers to ease of use.
8. <u>Mechanisms</u> refer to types of procurement instruments.
9. <u>Technical information</u> refers to information and guidance to assist analysis and inform technical decisions of various types.
10. <u>Technical support</u> refers to provision of expertise through TDYs, oral and written communication, and contractual/grant mechanisms.

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2003-2004
Customer Service Standards (CSS)
Support to the Field
Bureau for Global Health (GH)

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Service objective	Performance standard and Sept 2004 target
1. GH <u>mechanisms</u> are easily accessible to mission staff.	• **75%** of mission respondents feel that GH mechanisms are easily accessible to them. **(baseline 66%)**
2. GH <u>mechanisms</u> provide appropriate services for field programs.	• **75%** of mission respondents feel that GH mechanism provide appropriate services to mission programs. **(baseline 71%).**
3. GH staff provide sound <u>technical information</u> for field programs	• **85%** of mission respondents feel they receive sound technical information from GH staff. **(baseline 76%).**
4. GH makes <u>technical support</u> available when needed for field programs	• **85%** of mission respondents feel that GH technical support is available when needed. **(baseline 74%).**
5. GH provides appropriate technical support to regional bureaus.	• **X% [2003 baseline + 5%] of regional bureau respondents feel that GH technical support is sound and timely.**
6. GH provides quality state-of-the-art staff training opportunities.	• **X% [2003 baseline +5%] of respondents feel that GH provides quality staff training opportunities.**
7. Overall, GH services are meeting the needs of mission staff.	• **80%** of mission respondents feel that overall GH services are meeting their needs. **(baseline 70%).**
8a. What are the GH services you value most? **8b. Kindly recommend three ways in which GH can improve services and support to you.** **8c. Does GH have the right mechanisms? Are there additional mechanisms you would like to see in place?**	Note: responses will be used by GH to adjust country support plans and activities to ensure the priority needs of the field and regional bureaus are met.

NOTES:
11. The Administrator's Annual Survey is the means for establishing baselines and tracking progress against targets. Questions in **bold** would be newly added to the 2003-04 survey. Targets are based on baselines set by the 2002 survey. Baselines and targets for new standards (e.g. #5 and 6) would be set in the 2003 survey. **Performance Standards are the percent of all Mission or Regional Bureau respondents who answered "strongly agree" or "agree" on the 5-point scale offered in the survey.**

12. <u>Accessibility</u> refers to ease of use.
13. <u>Mechanisms</u> refer to types of procurement instruments.
14. <u>Technical information</u> refers to information and guidance to assist analysis and inform technical decisions of various types.
15. <u>Technical support</u> refers to provision of expertise through TDYs, oral and written communication, and contractual/grant mechanisms.

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